

May 04, 2013  
Cottonwood Ballroom F, 310 Hammons Dr., Junction City, KS 66441

Mayor Cecil Aska  
Vice Mayor Pat Landes  
Commissioner Mick McCallister  
Commissioner Jim Sands  
Commissioner Michael Ryan  
City Manager Gerry Vernon  
City Attorney Catherine Logan  
City Clerk Tyler Ficken

1. **8:45 A.M. - CALL TO ORDER**

2. **NEW BUSINESS:**

a. Commission orientation & team building as facilitated by Marla Flentge.

3. **ADJOURNMENT:**

**Backup material for agenda item:**

- a. Commission orientation & team building as facilitated by Marla Flentge.



## City Commission Orientation Retreat May 4, 2013

*"Service is the daily rent we pay for living."*

-Marion Wright Edelman  
Founder, Children's Defense Fund

*"You have to do your own growing, no matter  
how tall your grandfather was."*

- Irish proverb

<b>8:45 a.m.</b>	<b>Welcome</b>	<b>Mayor Cecil Aska</b>
<b>8:50</b>	<b>Road map and guidelines for the morning</b>	<b>Marla Flentje</b>
<b>9:00</b>	<b>Building a governance foundation</b>	

The Mayor and each Commissioner are invited to respond to the following:

1. Identify the most important strength you bring to your role on the governing body .
2. Why did you initially seek this office? What do you hope will be your legacy as a result of your elective office service?
3. What is the most significant expectation that you have of your governing body colleagues?

<b>9:20</b>	<b>Who does what in City government in Junction City?</b>
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Job descriptions of the Mayor, City Commission and City Manager as prescribed by state law and City ordinance will be highlighted and questions for clarity will be invited.

<b>9:35</b>	<b>The six roles of municipal elected officials in Kansas</b>
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1. What's your reaction to what you heard?
2. For you as an individual, what is your intention as far as allocating your time among these six roles?

<b>10:00</b>	<b>Break</b>
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**10:10            Top 12 (not just 10!) characteristics of an effective municipal governing body**

Commonly recognized best practices will be highlighted and other ideas solicited.

**10:30            Overview of current City of Junction City governance practices**

Tenured Commissioners and staff are invited to offer instruction and insight on:

- Meeting agenda (development, organization , management)
- Transparency and confidentiality obligations
- Current communication practices with:
  - among governing body members
  - with City Manager
  - with City Advisory Boards
  - with other units of government
- Citizen and community engagement practices and protocols
- Anticipated issues and challenges over the next year
- Legislative advocacy
- Annual evaluation of City Manager
- Others?

**11:45            Working lunch**

Participants may take a stretch break and pick up box lunches before returning to the table.

**12:00            Governance practices brainstorming**

1. What current practices or protocols might we want to consider revising or adjusting in some way in the future? (The Mayor or any Commissioner member may contribute to this list.)
2. What items on this list can the Mayor and Commissioners agree should be reviewed in the future?
3. When and how will this review take place?

**12:40            Final word for the day: sage advice from tenured to new Commissioners!**

1. What is the single most valuable piece of advice you would offer new colleagues based on what you had to learn over early weeks and months of the job ?

**12:50            Retreat evaluation**

Participants are invited to offer a brief verbal evaluation of the retreat based upon the stated purposes.

**1:00            Adjournment**

**Mayor Aska**



## Purpose of the Orientation Session

- ✓ Highlight duties and expected roles of elected and appointed leaders in Junction City municipal government
- ✓ Review qualities and characteristics of an effective municipal governing body
- ✓ Engage tenured colleagues in contributing to the learning of new governing body members
- ✓ Identify governance practices and protocols specific to Junction City; note ideas for improvements and seek consensus on how/when ideas receive closer consideration
- ✓ Enhance relationships and strengthen foundation for cooperation and unity of purpose among City leaders of Junction City

### About Your Moderator.....

**Marla Flentje (pronounced flen.gee)** is Senior Consultant for the Austin Peters Group. She has a 25-year career in public service, much of it in providing services to local governments and nonprofit agencies. Most recently, she served as education director for the Kansas Association of Counties for where her responsibility was to provide teaching, consulting and education services for elected and appointed persons who serve Kansas counties. In this capacity she helped develop and provide instruction for professional development programs in executive management, supervision and customer service, as well as a leadership development program for county commissioners, one of the few such programs in the nation.

During her career, Flentje also served in the Hugo Wall School of Urban and Public Affairs at Wichita State University as Associate Director for Government and Community Services where she worked extensively with regional local governments and nonprofit organizations. In addition, she has significant experience in executive recruitment, strategic planning, facilitation/mediation and leadership development. She has also taught workshops for the National League of Cities. Flentje has a masters degree in public administration from WSU.

In her career, Flentje has provided instruction and facilitation for dozens of governing boards for local governments and nonprofit organizations. She can be reached at 316-250-1344 or e-mail: [mflentje@austinpeters.com](mailto:mflentje@austinpeters.com).

### About the Austin Peters Group.....

The Austin Peters Group is a Kansas-based human resource management consulting firm that serves public, private and nonprofit sector clients. The firm's products and services include personnel handbooks; job compensation and classification studies; performance appraisals; employee development; strategic planning support, leadership and governance training; executive recruitment; grant writing, program evaluation, and organizational and community facilitation. The firm has offices in Overland Park, Manhattan and Wichita.

# I. Building a Governance Foundation: Developing Relationships

A. Write below what you want to remember about each of your colleagues:

Name\_\_\_\_\_

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Name\_\_\_\_\_

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Name\_\_\_\_\_

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Name\_\_\_\_\_

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Name\_\_\_\_\_

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## II. Roles and Responsibilities of a Municipal Governing Body Member in Kansas

“What do you expect of me” is the most basic question anyone taking a new job wants to know. Let’s start by looking at the job descriptions for the key leadership roles in your City government: Mayor, City Commission and City Manager. Highlighted below are formal job duty elements for each of these. Please note that the duties as described are specified in City ordinances and may depart in modest ways from current informal practice.

### A. Who Does What in the Organization? Roles and Responsibilities in Junction City Municipal Government

*“A team is a group of people who go out of their way to make each other look good.”*

-Annabeth Surbaugh  
Former Chairperson  
Johnson County Commission

#### Mayor

- Serves as official representative and spokesperson for the City.
- Serves as presiding officer at City Commission meetings to insure business is conducted in a respectful, orderly, expeditious and legal manner; decides questions of order, subject to appeal to the Commission.
- Votes on ordinances considered by the City Commission.
- Represents City government and the City Commission at public events.
- Signs all ordinances and resolutions approved by the City Commission.
- Assists the City Commission in achieving consensus and setting direction for City.\*

\* *“While the mayor has special leadership responsibilities, no mayor is empowered with unlimited discretion and decision making authority.....actions of the mayor on behalf of the city are only as binding as the formal authority delegated to the mayor by the governing body. The mayor has a special responsibility to help facilitate development of consensus on matters affecting the city...”* - League of Kansas Municipalities Governing Body Handbook

#### City Commission

- Adopts ordinances in response to local needs and preferences.
- Adopts an annual City operating budget to allocate resources for providing services and enforcing ordinances; may also adopt a capital improvement budget.
- Apportions and order tax levies, consistent with state law, to fund the annual budget.
- Elects a Mayor annually from among Commissioners.
- Hires and removes the city manager.
- Approves employment agreements for positions of municipal judge and city attorney.

## **City Commission, continued**

- Supervises and evaluates the performance of the City Manager.
- Appoints all volunteer members of the City's citizen boards and commissions.
- Enters into contracts for public improvements and other City business.
- Approves land sales/purchases and other property transactions to carry out City purposes, and provides adequate facilities for City operations.
- Incurs debt to finance public improvements.
- Establishes City administrative departments. \*
- Adopts personnel policies for regulating employment with the City.
- Adopts compensation and classification plans for City employment.
- Provides for expansion of City boundaries through annexation.
- Enters into agreements with private or other public entities for delivery of services.
- Enacts ordinances initiated by petition of the voters or refers proposed ordinances to a municipal election.

## **City Manager**

- Assures enforcement of all laws and ordinances.
- Serves as the chief administrative officer for the entire municipal organization.
- Responsible for the merit-based appointment, promotion, transfer, discipline and removal all City employees.
- Oversees employment agreements approved by the City Commission.
- Directly supervises all City department directors.
- Annually evaluates the performance of department directors and assures annual performance evaluations are administered for all other City employees.
- Prepares and submits annual and capital budgets for City Commission adoption, and monitors and reports to governing body on budget implementation.
- Advises Mayor and City Commission of financial condition and other needs of City.
- Approves expenditures up to \$10,000 for supplies or equipment, and up to \$25,000 for professional services.
- Conducts research and makes recommendations on public policy to the governing body and prepares information needed for its decision making.
- Attends all meetings of the City Commission.
- Investigates the conduct of individual employees or City departments as necessary.
- Responds to citizen inquires, requests and complaints.
- Receives all inquiries, complaints or requests for information from governing body members about City services and employees, and delegates to subordinate employees as needed.
- Performs other duties as assigned by the City Commission.

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<sup>1</sup> Current City departments established by ordinance are: Department of Administrative Services; Department of Public Works; Department of Parks and Recreation; Police Department; and Fire Department.



## B. The Six Leadership Roles of Municipal Elected Officials in Kansas

*"The ingredients of leadership cannot be taught. They must be learned."*

-Warren Bennis

### 1. Legislator

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### 2. Public Manager

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### 3. Community Leader

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### 4. Citizen Liaison

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### 5. Inter-Local Diplomat

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### 6. Federal and State Lobbyist

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### Questions for Discussion:

1. What's your reaction to what you heard? What roles are a natural fit for you? Which roles will be (or are) harder for you?
2. For you as an individual, what is your intention as far as allocating your time among these six roles? Can the Commission delegate some of these responsibilities to its individual members?

## Top 12 Characteristics of an Effective Municipal Governing Body

1. Demonstrates discipline to seek consensus and focus on a \_\_\_\_\_ number of priorities.
2. Provides policy leadership for development and oversight of the \_\_\_\_\_ .
3. Respects staff, delegates policy \_\_\_\_\_ and holds staff \_\_\_\_\_ for results.
4. Differences are \_\_\_\_\_ and used constructively to improve decision making.
5. Meetings are conducted with deliberation, \_\_\_\_\_ and \_\_\_\_\_. (The 3 Ds)
6. All members contribute to the Board's decision making and \_\_\_\_\_ their votes.
7. Gives undivided attention to \_\_\_\_\_, even when you don't like the message!
8. Adheres to the high standards of ethical conduct and recognizes the \_\_\_\_\_ of an action may be as important as the action itself
9. Appreciates the value of shifting coalitions around specific policy issues and avoids permanent \_\_\_\_\_.
10. Recognizes human imperfections and group limitations, and is guided by \_\_\_\_\_ and openness to new ways of understanding the world.
11. Publicly supports the \_\_\_\_\_ of the governing body, especially when votes are split.
12. Periodically engages in \_\_\_\_\_ of its governance practices (the "how" the governing body does its job) and seeks changes to "make good better."

### III. Overview of City of Junction City Governance Practices

- **Meeting agenda (development, organization, management) and preview**
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- **Transparency and confidentiality obligations**
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- **Communication practices among Commissioners and with key stakeholders**
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- **Citizen and community engagement practices and protocols**
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- **Anticipated issues and challenges over next year**
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- **Legislative advocacy**
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- **Annual evaluation of City Manager**
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- **Other practices**
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## Governance Practices Brainstorming

1. What current practices or protocols might the Commission want to consider revising or adjusting in some way in the future? (Any Commissioner member may contribute to this list.)

2. What items on this list can the Mayor and Commissioners agree should be reviewed?

3. When and how will this review take place?

## Final Departing Words of Wisdom from Commission Colleagues:

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*“Always do right. This will gratify some people  
and astonish the rest.”*

-Mark Twain

# City Commission Orientation



*"Service is the daily rent we pay for living."*

*"You have to do your own growing, no matter  
how tall your grandfather was."*

## Purpose of our Session

- ✓ Highlight duties and expected roles of elected and appointed leaders in Junction City government
- ✓ Review qualities and characteristics of an effective governing body
- ✓ Engage tenured colleagues in contributing to learning of new colleagues
- ✓ Identify governance practices and protocols specific to Junction City; note ideas for improvements and seek consensus on how/when to review them
- ✓ Build relationships and foundation for cooperation and unity of purpose among City leaders

## Guidelines for Session Participation

1. Balance talking and listening
2. There are NO uninformed questions – we have a safe environment to ask any question
3. Respect City traditions and practices, but also remember there may be a better “mouse trap”
4. Share “air time.” Statements, questions, observations and opinions welcome, but please no speeches--



Please take 3-4 minutes

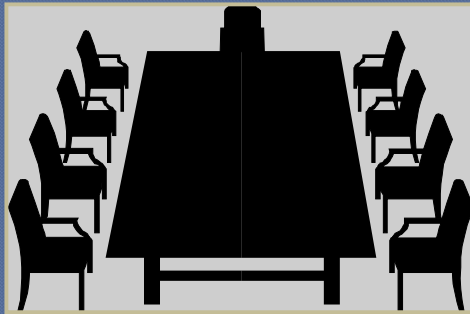
## You are invited to talk about...

1. Identify the **most important** strength you bring to your role on the governing body .
2. What do you hope will be your legacy as a result of your elective office service in Junction City?
3. What is the **most significant** expectation that you have of your Commissioner colleagues?





## Who Does What? An Overview of Municipal Authority



## The 6 roles of a municipal elected official in Kansas



What roles must  
Mayor and City  
Commissioners play  
to contribute  
effectively to the  
mission of city  
government?

**"The ingredients of leadership cannot be  
taught. They must be learned."**

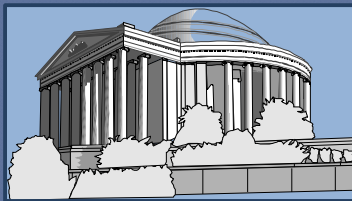
-Warren Bennis



# 1 The Legislator

- Adopts ordinances in response to local needs, preferences and/or mandates
- Allocates resources through adoption of operating and capital budgets
- Invites citizen participation in legislative decisions
- Engages in multi-year direction setting (strategic planning)

**Focus is external, longer term and on whole community**

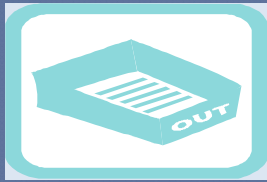
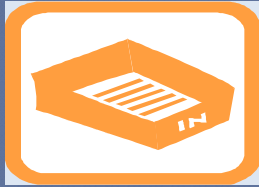


*I know of no safe depository of the ultimate powers of society but the people themselves, and if we think them not enlightened enough to exercise control, the remedy is not to take it from them, but to inform their discretion.*

-Thomas Jefferson



## 2. The Public Manager



**Focus is internal, limited  
and at 20,000 feet!**

- Hires, supervises, evaluates City Manager
- Communicates with City staff via City Manager
- Enacts personnel policies and pay plans
- Monitors financial condition and services
- Provides leadership to model ethical conduct



## 3. Community Leader

- Involved with other leaders in articulating community's desired future
- Collaborates to mobilize resources and address problems
- Contributes to strong community ties
- Serves as role model via conduct on governing body and in community

**Focus on external and longer term**

## 4. Citizen Liaison



- Interprets City government decisions
- Communicates constituents' needs & preferences to elected colleagues and City Manager
- Hears and resolves complaints about services
- Appoints/communicates with voluntary citizen boards

**Focus is external and usually short term**

## 5. Inter-local Diplomat



**Focus is external & beyond city borders**

- Establishes cooperative relationships with elected officials outside of City.
- Seeks opportunities for partnerships that benefit residents
- Represents City's interests in formal inter-local alliances

## 6. Federal, State and County Lobbyist

- Establishes relationships with decision makers in county, state and federal government
- Communicates with county, state & federal officials to promote city's interests
- Participates in alliances & associations to promote City's interests



Focus is external and outside city borders

Reaction?

How will you balance your time?

- Legislator
- Public Manager
- Community Leader
- Citizen Liaison
- Inter-Local Diplomat
- Federal and State Lobbyist







## In Summary: Success on Commission Requires

- ✓ Understanding and allegiance to performing job duties (written and unwritten) and preventing ambiguous jurisdiction.
- ✓ Calculated balance of time among roles
- ✓ Patience through two-year learning curve
- ✓ Commitment to continuous learning

## Discussion: Governance Practices in Junction City

- Meeting agenda development, organization and management
- Transparency and confidentiality obligations
- Current communication practices with:
  - among Commissioners
  - with City Manager
  - with City Advisory Boards
  - with other units of government
- Community engagement practices and protocols
- Anticipated issues and challenges
- Legislative advocacy
- Annual evaluation of City Manager
- Other